

Plan on Homelessness

October 25, 2004

Draft for Public Comment

**Prepared by the
Mayor's Task Force on Homelessness**

Comments accepted in person at a hearing on October 26, 2004, beginning at 4:00pm.

Comments also accepted in writing through October 26, 2004. Submit comments to Community Development Division, PO Box 19-6650, Anchorage, AK 99519-6650, or email to HomelessTaskForce@Muni.org.

Introduction

In 2004, Anchorage joined many cities throughout the country in taking a major step towards addressing the issues and impacts of homelessness. In response to requests from the business and social services sectors, the Mayor's Office joined forces with the community and formed the Mayor's Task Force on Homelessness (Task Force). In January 2004, the Task Force was given an ambitious and critical task: to study homelessness in Anchorage and develop a ten-year plan to address it, and to complete the process by the end of the year.

Who we are

The Task Force consisted of twenty-four members appointed by the Mayor to represent various sectors of the community. This allowed for a broad spectrum of the community to be represented as many individuals on the Task Force represented several areas impacted homelessness. The community sectors represented were: homeless individuals, local, state and federal governments, educational institutions, social service providers, neighborhoods, businesses, law enforcement, communities of faith, health care, and funders. The Task Force was formed as a subcommittee of the existing Housing and Neighborhood Development Commission, and is staffed by the Division of Community Development, Office of Economic and Community Development.

The process

In the first quarter, Task Force meetings were dedicated to understanding the various aspects and impacts of homelessness in Anchorage, using a four-step process. First, Task Force members heard presentations by social service providers on five different sub-populations:

- Families with children
- Domestic violence/sexual assault victims
- Singles (situational)
- Singles (special needs and chronic)
- Youth

Second, Task Force members heard from community sectors on their perception of the impact of homelessness on those sectors: ie, the costs, quality of life, and logistical issues associated with Anchorage's homeless population. Experts from the following sectors each presented:

- Neighborhoods (community councils)
- Businesses (Downtown partnership)
- Health System (Hospitals, ANHC, DHHS)
- School District
- Safety (fire and police)

Third, Task Force members devoted one full meeting to public testimony from the general public, asking people to give their vision for Anchorage vis a vis homelessness for the year 2015. At that public testimony, task force members heard from several homeless, formerly homeless individuals, and residents of neighborhoods impacted by homelessness.

To complete the education of the Task Force, members were given targeted readings in between meetings on other communities' homeless plans, historical and statistical information about homelessness in Anchorage, newspaper and magazine articles, and existing relevant plans developed in Anchorage, such as the Comprehensive Plan *Anchorage 2020* and the Continuum of Care's "Exhibit 1". At the start of each meeting, Task Force members were asked to take 15 to 30 minutes to discuss their impressions of the readings and the previous meeting's lessons.

During the second and third quarters, the Task Force used the information and knowledge it collected to create a vision statement, 10-Year goals and action steps to address homelessness in ten years. The vision for Anchorage in the year 2015 is one that will serve the needs of the community well and that members endorsed as plausible yet ambitious:

In ten years, the homeless of Anchorage will be connected with a way to secure safe and affordable housing within three months being identified by any homeless services provider.

To create Goals and Action Steps to attain the vision, the Task Force identified five strategic areas:

- Affordable Housing
- Coordinated intake and referral to housing
- Supportive services
- Prevention
- Statutory issues/government position

Subgroups formed around these strategic areas to study and develop ten-year goals, action steps and performance measures to achieve the vision. These groups met over a four month time period.

As goals and action steps were developed by individual subgroups, each groups' work was submitted to the entire Task Force for discussion, suggestions, and revision. Overlapping Action Steps were combined, and the Task Force worked as a body to assign responsible entities to carry out each of the Action Steps slated for Year One. The final product is one that represents each subgroups' diligent independent work, with approval of the whole. The final Action Steps are organized under the following headings:

- Implementation and Policy

- Community and Neighborhood Impact
- Seamless Community Approach to Service Delivery and Analysis
- Seamless Community Approach to Funding
- Enabling Housing First: Social Services/Case Management
- Housing Production and Preservation
- Subsidized Housing
- Checking In

The Plan

The final plan to address homelessness for the next ten years is open for public comment. Task Force members invite Anchorage to come to a public hearing in the Mayor's Conference Room on October 26, 2004 beginning at 4pm to offer its comment on the attached plan.

Following the public hearing, Task Force members will make their final recommendations to the Housing and Neighborhood Commission at its November meeting (November 10, 2004) before the final plan will be presented to the Mayor and the Assembly in December.

Our Vision

In ten years, the homeless of Anchorage will be connected with a way to secure safe and affordable housing within three months of being identified by any homeless services provider.

Housing:

Develop 500 new housing units affordable to households at or below 50 percent of the median income.

Public Policy:

Identify and eliminate statutory, regulatory, policy and other barriers and, educate the public about homelessness.

Prevention:

Promote prevention as the most effective and economically efficient path toward secure, safe and affordable housing for all.

Targeted Case Intervention:

Provide adequate support services for individuals and families to survive and succeed on their own in the least restrictive environment of their choice.

Intake and Case Management:

Develop and implement a coordinated and comprehensive intake, eligibility, discharge, and housing barriers assessment system.

Mayor’s Task Force on Homelessness

Action Steps

Responsible Party*	Year One		Year Three		Year Five		Year Ten
Implementation and Policy							
Mayor’s Office	1.1.a.	<u>Oversight Board.</u> Mayor appoints a five-member Oversight Board with broad-based composition and representing various sectors, to track progress and implementation of the Mayor’s Task Force on Homelessness goals and action steps. This function is established by Municipal Ordinance.	1.3.a.	<u>Oversight Board Transition.</u> Role and responsibilities of five-member oversight board transitioned and assumed by HAND Commission, by Municipal Ordinance.	1.5.a.	<u>Oversight Board Reassessment.</u> Oversight Board will complete a re-assessment of Plan on Homelessness	1.10.a. Continuation of Year Five
Mayor’s Office	1.1.b.	<u>Senior Level Homelessness Staff.</u> A senior-level staff person in the Mayor’s office is appointed to work with Oversight Board and will oversee a public communication campaign. This staff person coordinates with state and federal Interagency Councils on Homelessness, with homeless providers, advocates and other entities locally.	1.3.b.	<u>Action Step Assignments.</u> Oversight Board convenes to assign additional tasks by end of Year Two.	1.5.b.	<u>Community-Wide Implementation.</u> Action steps recommended by the Task Force will be fully incorporated into the Municipality’s, agencies’ and partners’ programs and will be the standard in dealing with homelessness.	
CDD	1.1.c.	<u>White Paper.</u> Create a White Paper from the final Task Force report for coordinated use by homeless providers and advocates, and use to market the Task Force action steps to funders, policy makers, agencies, community groups and others.	1.3.c.	<u>Public Communication Campaign.</u> Maintain and expand public communication campaign (see 1.1.b)			
Mayor’s Office	1.1.d.	<u>Speakers’ Bureau.</u> Create a speakers’ bureau from members of the Task Force and other partners to promote the action steps among community entities; train the speakers’ bureau members.	1.3.d.	<u>White Paper.</u> Update White Paper (see 1.1.c)	1.5.c.	<u>Public Communication Campaign.</u> Maintain and expand public communication campaign (see 1.1.b)	
AAHP	1.1.e.	<u>Ensuring Participation.</u> The Mayor’s Office, Homeless Services Forum and the Affordable Housing Partnership each take leadership roles in endorsing broad-based participation (agencies, faith-based organizations, housing and health care providers, etc…) in developing and piloting the housing barriers assessment and referral system.	1.3.e.	<u>Speakers’ Bureau.</u> Maintain and expand speakers’ bureau (see 1.1.d)	1.5.d.	<u>White Paper.</u> Update White Paper (see 1.1.c)	
			1.3.f.	<u>Ensuring Participation.</u> Endorse participation in housing barriers assessment and referral system (see 1.1.e)	1.5.e.	<u>Speakers’ Bureau.</u> Maintain and expand speakers’ bureau (see 1.1.d)	
					1.5.f.	<u>Ensuring</u>	

Responsible Party*	Year One	Year Three	Year Five	Year Ten
	<u>Participation.</u> Endorse participation in housing barriers and referral system (see 1.1.e)			
	<u>Performance Measures</u> <i>Deliverables: five-member oversight board appointed and active, senior level Mayor’s staff person, white paper, speakers bureau, public relations campaign including Mayor’s Office, Homeless Services Forum, Affordable Housing Partnership, others.</i>			
Community/Neighborhood Impact				
Bean’s Café (DTP as support)	2.1.a. <u>Daytime Respite/One-Stop Engagement.</u> Reduce impact of day-time “homeless.” In year 1, use Bean’s Café as a gathering place and to engage people with case workers, provide daytime respite (next years, see 2.3.a).	2.3.a. <u>Daytime Respite/One-Stop Engagement.</u> Move Crossover House (SCC’s Homeless Outreach Program), or other appropriate facility back downtown and open access to all homeless Alaskans. Rotate staff of this new drop-in center with staff from all of the service providers in the area, increasing the chances of engaging the reluctant client, and the buy-in by various providers (continuation of 2.1.a).	2.5.a. <u>Daytime Respite/One-Stop Engagement.</u> New Crossover House, or other appropriate entity, is the central HMIS gathering station and is open 24 hours a day.	
Homeward Bound (ARBRA as support)	2.1.b. <u>High-Impact Camp Reduction.</u> Design pilot program to bring together case managers and neighborhood clean-up efforts to identify and work with campers to find safe permanent housing in 5 high-impact “camps” in Anchorage.	2.3.b. <u>High-Impact Camp Reduction.</u> Continue program to bring together case managers and neighborhood clean-up efforts to identify and work with campers to find safe permanent housing in 5 additional high impact “camps” in Anchorage (2.1.b).	2.5.b. <u>High-Impact Camp Reduction.</u> Continue program to bring together case managers and neighborhood clean-up efforts to identify and work with campers to find safe, permanent housing in additional high-impact “camps” in Anchorage.	
Continuum of Care	2.1.c. <u>Capital Funds for Dispersed Facilities.</u> Encourage funders to consider additional funding to allow for higher capital costs associated with dispersing facilities throughout Anchorage.			
ASD/Child in Transition	2.1.d. <u>ASD Link to Housing First.</u> Educate School Board on housing issues and pursue a School Board resolution acknowledging relationship between student success and housing.	2.3.c. <u>Mobile Case Management.</u> Reach people living in non-housing, such as cars, through mobile case managers (see 5.3.d and e).		
MOA/Planning	2.1.e. <u>Impact Map.</u> Maintain a map of residential and site-based programs by neighborhood.	2.3.d. <u>ASD Link to Housing First.</u> ASD will develop outreach and referral system to be coordinated with student enrollment.	2.5.c. <u>Mobile Case Management.</u> Mobile case managers continue	
		2.3.e. <u>Title 21/Fair Housing.</u> Title 21 will eliminate		

<i>Responsible Party*</i>	<i>Year One</i>	<i>Year Three</i>	<i>Year Five</i>	<i>Year Ten</i>
	<p>restrictive zoning code requirements in conflict with fair housing.</p> <p><u>Performance Measures</u> <i>Complete demonstration pilot program design, including camp identification and all funding, case management, security, neighborhood and clean-up partners, address 5 high impact camps. Neighborhood map of beds and services updated quarterly and provided to Federation of Community Councils, Affordable Housing Partnership, Oversight Board</i></p>	<p>Number of “camps” assessed (all residents receive housing barrier assessments) and number of “camp” residents provided with way to secure housing within 3 months. (goal = 10 camps) Restrictive zoning code requirements are eliminated. # daily visitors to new Crossover House , or similar % daily visitors to new Crossover House, or similar, that have undergone housing barriers assessment and either have secure housing, or have housing barriers identified. # mobile case managers</p>	<p>2.5.d. outreach to cars and camps (2.3.c). <u>ASD Link to Housing First.</u> ASD will include Housing Barriers Assessment in enrollment packets.</p> <p>Number of “camps” assessed (all residents receive housing barrier assessments) and number of “camp” residents provided with way to secure housing within 3 months. (goal = all high impact camps addressed) Same measures as Year Three</p>	<p>Same measures as Year Five</p>

Seamless Community Approach to Service Delivery and Analysis

DHHS/HSF	<p>3.1.a. <u>Coordinated Housing Barrier Assessments.</u> Develop a tool (form) for use by the community as a common intake, eligibility, discharge (includes evictions), and housing barriers assessments (expands HMIS beyond “Service Point”) in Year 1.</p> <ul style="list-style-type: none"> ▪ Gather examples of such forms from other communities. ▪ Convene workgroup consisting of HMIS developer, case managers and program directors to share current intake information requirements, and get buy-in for common intake and referral forms, and get buy-in for providers to see that a housing barriers assessment/referral is done at discharge (ie discharge from API, eviction from a subsidized housing program or public housing, etc...) Workgroup may be convened in conjunction with Homeless Services Forum or Case Managers group. ▪ Because HMIS will not be implemented community-wide 	<p>3.3.a. <u>Coordinated Housing Barrier Assessments.</u> Implement the tool (form) developed in year one. All service providers, housing shelters, ASD and mainstream programs will be using a single tool to determine eligibility for and most appropriate use of programs and services. Information on housing barriers and resources available to address them will be aggregated based on this tool and shared on a real-time basis (see 3.1.a).</p> <p>3.3.b. <u>Coordinated Admittance and Evictions.</u> Coordinated admittance and eviction policies will be in use.</p> <p>3.3.c. <u>Homeless Indicators.</u> Selected indicators/data</p>	<p>3.5.a. <u>Coordinated Housing Barrier Assessments.</u> Common assessment system is fully integrated into the electronic and web-based Homeless Management Information System (HMIS)</p> <p>3.5.b. <u>Daytime Respite/One-Stop Engagement.</u> New Crossover House, or other appropriate</p>	<p>3.10. a. <u>Dial 2-1-1.</u> Coordinate resources to provide for a “2-1-1” statewide telephone information system. Definition: 2-1-1 is a statewide 3-digit</p>
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Responsible Party*	Year One	Year Three	Year Five	Year Ten
	measures same as Yr. 5			
Seamless Community Approach to Funding				
CDD	4.1.a. <u>White Paper.</u> Create a white paper for coordinated use by homeless providers and advocates from the final Task Force report, and use it to market the Task Force action steps to funders, policy makers, agencies, community groups and others.	4.3.a. <u>Services and Funding Responsive to Need.</u> Direct/redirect resources to overcoming housing barriers, with emphasis on homeless prevention, housing first, and long-term housing sustainability.	4.5.a. State, HUD, MOA and private funders to require entry of client data into the HMIS as part of all grant applications and awards related to homelessness.	Continue Year Five Action Steps
Oversight Board	4.1.b. <u>State Funding.</u> The Municipality and its partners will work with the state’s Interagency Council on the Homeless, legislators and stakeholders to assure those making funding decisions understand the impact of those decisions.	4.3.b. <u>Appropriate Housing Production Incentives.</u> Work with the GOAL program and AHFC to develop a point-preference system for the creation of affordable one-bedroom and four-bedroom units within the Municipality of Anchorage on par with the GOAL program’s current rural preference.	4.5.b. <u>Community-Wide Implementation.</u> Action steps recommended by the Task Force will be fully incorporated into the Municipality’s, agencies’ and partners’ programs and funding decisions and will be the standard in dealing with homelessness.	
CDD/HAND	4.1.c. <u>Affordable Housing Funds.</u> Research models for new affordable housing resources, such as a Housing Trust Fund, Bed Tax contributions, and tax credits to hotels that house homeless families during the school year.	4.3.c. <u>Housing Trust Fund.</u> Create a Housing Trust Fund that contributes to affordable housing locally.	4.5.c. Continue 4.3.a,c,d,e and f	
Continuum of Care	4.1.d. <u>Prevention.</u> Identify, coordinate and advocate for top priority service prevention.	4.3.d. <u>Emergency Housing Fund.</u> Continue and expand Emergency Housing Fund from private donors for homeless prevention, link to needs identified in Housing Barrier Assessment system (4.1.d).		
Chamber of Commerce	4.1.e. <u>Emergency Housing Fund.</u> Develop an Emergency Housing fund from private donors for homeless prevention.	4.3.e. <u>Capital Funds for Dispersed Facilities.</u> Encourage funders to consider additional funding to allow for higher capital costs associated with dispersing facilities throughout Anchorage (4.1.e.).		
Continuum of Care	4.1.f. <u>Capital Funds for Dispersed Facilities.</u> Encourage funders to consider additional funding to allow for higher capital costs associated with dispersing facilities throughout Anchorage.	4.3.f. <u>Mobile Case Management.</u> Funding for case management includes case management training and travel to bring case management to the client.		
	<u>Performance Measures</u> # of funding boards/decision makers that have been presented with Homeless Action Steps/white paper and what they can do to	# of funding boards/decision makers that identified and implemented methods to support Homeless Action	Same as Year Three	Same as Year Five

<i>Responsible Party*</i>	<i>Year One</i>	<i>Year Three</i>	<i>Year Five</i>	<i>Year Ten</i>
	<i>contribute.</i>	<i>Steps.</i> <i>\$ for which funding decisions are made locally and in accordance with Homeless Action Steps.</i> <i>\$ in Housing Trust Fund and Emergency Housing Fund</i> <i># mobile case managers</i>		
Enabling Housing First: Social Services/Case Management				
CSS/SCF	5.1.a. <u>Case Management Inventory.</u> Inventory case management resources currently available, including: <ul style="list-style-type: none">• Eligible and ineligible clientele• Time limits• Eligible and ineligible services• Hours and location of case management services (including if services are mobile or not)• Related resource specialties• Restrictions on referrals• Provide information for inclusion in web-based “Community Point”• Who is turned away• # clients/case worker, average time it takes to find way to affordable housing	5.3.a. <u>Coordinated Housing Barrier Assessments.</u> All case managers are assessing clients’ housing barriers, using common elements/form. 5.3.b. <u>Services and Funding Responsive to Need.</u> not being effectively overcome by existing Through HMIS/pre-HMIS, identify housing barriers services. Identify services/service providers that are not effectively addressing housing barriers. Consider redirecting resources accordingly. 5.3.c. <u>Infrastructure and Support for Coordinated Housing First Approach.</u> Community-wide housing barrier assessments and resources training for case managers established and maintained	5.5.a. Continuation of Year Three	Continuation of Year Five
CSS/SCF	5.1.b. <u>Timely Case Management.</u> Identify where (for example, which shelters) clients are receiving case management within 72 hours of admission and where they are not.	5.3.d. <u>Mobile Case Management.</u> Encourage the use of mobile case managers with vehicles for offices, wireless laptops and cell phones for communication, that can go to where the homeless/at risk are, reducing the need for homeless/at-risk to travel for services.		
CSS/SCF	5.1.c. <u>Case Management Client Reach.</u> Identify which homeless groups are currently receiving case management and which are not.			
CSS/SCF	5.1.d. <u>Case Management Inventory Analysis.</u> Identify gaps/redundancies in case management	5.3.e. <u>Mobile Case Management.</u> Reach people living in non-housing, such as cars, through mobile case managers.		
	<u>Performance Measures</u> <i>Summary report on case management for homeless/near homeless in Anchorage, including case management gaps and resources</i>	<i>Percent of all homeless beds committed to assessing clients’ housing barriers within 72 hours of admittance</i>	<i>Percent of all homeless beds have committed to assessing</i>	<i>Same as Year Five</i>

Responsible Party*	Year One		Year Three		Year Five		Year Ten	
			<i>and providing that information in a uniform format for analysis (goal = 80%). Related service providers also begin to use the housing barriers assessment. % and number of case managers who have received community housing barrier assessment and resources training (goal = 80%) % of referrals that result in housing barrier being addressed Average time household is homeless before secure housing is attained.</i>		<i>clients’ housing barriers within 72 hours of admittance and providing that information in a uniform format for analysis (goal = 100%) Related service providers also use the housing barriers assessment. Other performance measures same as Year Three</i>			
Housing Production and Preservation								
CDD/HAND	6.1.a.	<u>Housing Production.</u> Create 20 new affordable housing units.	6.3.a.	<u>Housing Production.</u> Create 140 additional affordable housing units.	6.5.a.	<u>Housing Production.</u> Create 140 additional affordable housing units.	6.10.a.	<u>Housing Production.</u> Create 200 additional affordable housing units.
CDD/HAND	6.1.b.	<u>HOME.</u> Dedicate HOME Investment Partnerships Program funds from the Municipality of Anchorage to production of affordable rental housing units.	6.3.b.	<u>Affordable Housing Developers.</u> Identify developers willing to build housing units available and affordable to individuals and families at or below 50% of AMI.	6.5.b.	<u>Land for Housing.</u> Dedicate publicly owned lands for affordable housing development by private developers.	6.10.c.	<u>Mixed Income Housing.</u> Build incentives and partnerships that create mixed-income housing developments across the Municipality
CDD/HAND	6.1.c.	<u>Appropriate Housing Production Incentives.</u> Through a subcommittee of the HAND Commission or the Affordable Housing Partnership, identify resources to encourage/require one-bedroom and four-bedroom unit affordable rental unit production.	6.3.c.	<u>Mobile Home Parks.</u> Create a mechanism to assure manufactured housing and mobile home parks remain viable, long-term affordable housing option.				
HLB	6.1.d.	<u>Municipal Development Authority.</u> Create a development authority within the Municipality of Anchorage from the current Heritage Land Bank.	6.3.d.	<u>Title 21/Fair Housing.</u> Title 21 will eliminate restrictive zoning code requirements in conflict with fair housing.	6.5.c.	<u>Inclusionary Housing Ordinance.</u> Require all developers to set aside a percentage (i.e. 2%) of total development as affordable housing units.		
CDD/HAND	6.1.e.	<u>Mobile Home Parks.</u> Convene a subcommittee of the HAND Commission to address the status of mobile home parks and manufactured housing in Anchorage. Subcommittee shall look at the status of lands currently used, land owners, zoning, available financing, and any other information necessary, develop method for identifying “at risk” and “secure” factors to describe park status.	6.3.e. 6.3.f.	<u>IDA.</u> Several IDA programs will be in place Continue 6.1.b, f and g	6.5.d.	<u>Appropriate Housing Production Incentives.</u> Create incentives through		
ACHH	6.1.f.	<u>Project Based Vouchers (not from current Section 8).</u> Promote reinstatement of the project-based voucher program						

<i>Responsible Party*</i>	<i>Year One</i>	<i>Year Three</i>	<i>Year Five</i>	<i>Year Ten</i>
<p>Interagency Council</p> <p>Mayor's Office</p>	<p>with HUD.</p> <p>6.1.g. <u>AHFC Funding for Housing.</u> Encourage the State of Alaska to allow AHFC to direct more/all of its resources to affordable housing</p> <p>6.1.h. <u>Economic Development and Housing Link.</u> Research methods of addressing the negative impact of low-wage business developments in Anchorage, including employer-provided housing subsidies for low-wage workers, impact taxes, tax incentives or streamlined permitting processes.</p> <p><u>Performance Measures</u> <i># Affordable units produced, by bedroom size (goal = 20)</i> <i># mobile home units, units “at risk”, units “secure”</i> <i>Affordable units produced/preserved by for-profit private developers</i> <i>Testimony specific to AHFC’s resource allocations and Mayor’s Task Force on Homelessness recommendations presented at Interagency Council on Homelessness October 11, 2004</i></p>	<p><i># Affordable units produced, by bedroom size</i> <i># mobile home units, units “at risk”, units “secure”</i> <i>Affordable units produced/preserved by for-profit private developers</i></p>	<p>local tax breaks or other means to encourage affordable four-bedroom units.</p> <p>6.5.e. <u>Mobile Home Parks.</u> Stabilize at least one mobile home park as a viable, long term affordable housing option in Anchorage.</p> <p>6.5.f. Continue 6.1.b, f and g</p> <p><i>Same as Year Three</i></p>	<p>6.10.b Continue Year Five Action Steps</p> <p><i>Same as Year Five</i> <i>(cumulative goal=500 new affordable units)</i></p>
Subsidized Housing				
<p>ANHS</p> <p>Mayor's Office</p> <p>United Way</p> <p>ACHH</p>	<p>7.1.a. <u>Homeownership Programs.</u> Work with existing homeownership programs to target families currently using rental subsidies (vouchers or project-based), in an effort to make such rental subsidies available to other families/individuals in need.</p> <p>7.1.b. <u>Section 8 Vouchers.</u> No net loss of Section 8 vouchers and Public Housing available in Anchorage and promote the award of addition increments to meet existing need.</p> <p>7.1.c. <u>Housing Point.</u> Identify resource for implementing “Housing Point” or similar system for maintaining and inventory, community wide, of housing resources and available units on a real-time basis.</p> <p>7.1.d. <u>Maximize 811 Program Housing Production.</u> Ensure an Anchorage application for 811 and 202 units (housing for</p>	<p>7.3.a. <u>Hard to House.</u> Change admittance and eviction criteria in rental subsidy programs (especially Public Housing and Section 8) to allow access by the hard-to-house homeless. Link these more accessible subsidies with supportive case management and eviction prevention services to ensure/“guarantee” successful tenancy.</p> <p>7.3.b. <u>Project Base Section 8.</u> 20% of all Section 8 vouchers in Anchorage are used in project-based Section 8 properties that primarily serve people who are in need of supportive services and/or case management to remain successful tenants.</p> <p>7.3.c. <u>Tenant Education.</u> Tenant-education/“good tenant” certification and guarantee program</p>	<p>Same as Year Three</p>	<p>Same as Year Five</p>

<i>Responsible Party*</i>	<i>Year One</i>	<i>Year Three</i>	<i>Year Five</i>	<i>Year Ten</i>
Continuum of Care	<p>people with disabilities, housing for seniors, respectively) every year HUD makes such funding available. Promote an increase of allotted 811 units (HUD’s affordable housing units for the disabled) for Alaska with HUD.</p> <p>7.1.e. <u>Transitional Housing.</u> Identify gaps (# beds) in successful transitional housing programs in Anchorage for youth, victims of domestic violence and the chronic homeless.</p> <p><u>Performance Measures</u> # Section 8 vouchers, # public housing units in Anchorage # units subsidized so that residents pay 30% of income, income levels of families in these units Resource identified for implementing Housing Point or similar system</p>	<p>established.</p> <p>7.3.d. <u>Eviction Prevention.</u> Establish a special needs eviction prevention clearinghouse resource (such as a “Housing advocate”, or “ombudsman” in AHFC), encourage households and landlords to contact this source before evictions, consider putting this step in lease.</p> <p>7.3.e. <u>Transitional Housing.</u> Expand transitional housing options as identified in 7.1.e.</p> <p>7.3.f. <u>Housing Point.</u> Housing Point or similar database system is implemented</p> <p>7.3.g. <u>Section 8 Landlord Participation.</u> AHFC’s landlord outreach program encourages Section 8 acceptance and offers eviction prevention/intervention (mediation, problem solving, negotiation)</p> <p>7.3.h. Continue 7.1.a, b, d and e</p> <p>% Section 8 vouchers dedicated to supportive housing project-based developments in Anchorage Housing Point or similar implemented. % units in Housing Point Housing Point “hits” % units in Housing Point that accept Section 8 Eviction ratio reduced in Section 8 units (goal = ___evictions/___all section 8 vouchers) # hard to house (high housing barrier assessments) individuals/households receiving “good tenant” certifications/guarantees</p>	Same as Year Three	Same as Year Five
Checking In				
AAHP	<p>8.1.a. <u>Affordable Housing Inventory.</u> Alaska Affordable Housing Partnership is the conduit for sharing information on gains and losses in Anchorage affordable housing units at</p>	<p>8.3.a. <u>Best Practices.</u> Continue to research best practices and additional funding opportunities to further the action steps developed by the</p>	Same as Year Three	Same as Year Five

<i>Responsible Party*</i>	<i>Year One</i>	<i>Year Three</i>	<i>Year Five</i>	<i>Year Ten</i>
CDD (AHFC as support)	8.1.b. each quarterly meeting. <u>Homeless Indicators.</u> Develop a “Homeless Indicators” tool to track progress, performance measures, and relationship between homelessness, affordable housing and low-wage jobs through 1) identification of relevant indicators (i.e. Time to secure hsg., # low-wage jobs, homeless shelter counts, and #s on Section 8 wait list including unsuccessful shoppers), and 2) regular examination of these indicators (i.e. at quarterly Alaska Affordable Housing Partnership meetings and/or monthly Homeless Services Forum meetings).	8.3.b. Task Force. <u>Data Feed-Back.</u> Quarterly meeting of service providers and ASD where data gathered through housing barriers form and HMIS is “fed back” to fine-tune policies, identify gaps and redundancies in services, assess changing homeless risks, share ideas on best practices.		
Oversight Board	8.1.c. <u>Checking In.</u> Annually, or more often, check in with the Mayor, Assembly and Federation of Community Councils to discuss progress, hear comments. <u>Performance Measures</u> <i>Homeless indicators tool developed</i> <i># Federation of Community Council and individual Community Council meetings, meetings with Mayor, and Assembly attended to discuss progress, hear comments.</i>	8.3.c. <u>Homeless Indicators.</u> “Homeless Indicators” are compiled on a real time basis where locally tracked and otherwise possible – i.e. available to the community within 30 days of the end of each quarter. <i>Quarterly meetings established where data-based feedback from previous quarter is provided to service providers and relevant best practices are discussed.</i>	<i>Same as Year Five</i>	<i>No more than 3 months for all homeless to find a way to secure safe and affordable housing.</i>

*Glossary of “Responsible Party” Abbreviations

ACHH	Alaska Coalition for Housing and Homelessness, staffed by AHFC
AHFC	Alaska Housing Finance Corporation
AAHP	Alaska Affordable Housing Partnership, staffed by HUD
ANHS	Anchorage Neighborhood Housing Services, a non-profit housing organization
ARBRA	Alaska Responsible Beverage and Retail Association
ASD	Anchorage School District
Continuum of Care	Voluntary, open-membership group of homeless service providers and others that participate in annual homeless planning
CDD	Community Development Division, Office of Economic and Community Development, Municipality of Anchorage
CSS	Catholic Social Services, a non-profit organization

DHHS	Department of Health and Human Services, Municipality of Anchorage
DTP	Downtown Partnership
FCC	Federation of Community Councils
HAND	Housing and Neighborhood Development Commission, a Municipal commission
HLB	Heritage Land Bank, Office of Economic and Community Development, Municipality of Anchorage
HMIS	Homeless Management Information System
Homeward Bound	Program operated within the Rural Alaska Community Access Program (RurAL CAP)
HSF	Homeless Services Forum, staffed by DHHS
HUD	US Department of Housing and Urban Development
Interagency Council	Interagency Council on Homelessness, a state council consisting of various state departments, chaired by AHFC
Oversight Board	To be appointed by the Mayor, Municipality of Anchorage
SCC	South Central Counseling/Anchorage Community Mental Health Association
SCF	South Central Foundation, the health and social services arm of Cook Inlet Tribal Council